

Revised Schedule

INTRODUCTION TO CIA

Course #9

12 through 23 September 1977

Room 902

Chamber of Commerce Building

Telephone Number:

25X1

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

Staff

Chairman

25X1A

Training Assistant

25X1

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## INTRODUCTION TO CIA

### Course Objectives

A member of the Introduction to CIA Course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, as well as its relationship to the Intelligence Community; and
2. Acquire an understanding of the fundamentals of the intelligence process.

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Monday, 12 September 1977

0900-0945      Introduction to the Course

[redacted]  
Intelligence  
Institute, Office  
of Training

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The course objectives and procedures will be discussed.

0945-1000      Class Introductions

An important element of this course is the opportunity for all participants to share past experiences. We hope that many of you will call on the friends and contacts made over the next two weeks in carrying out your future responsibilities.

25X1A

1000-1015      Security Clearance Briefing

[redacted]  
Security Officer,  
Office of Training

The representative of the Office of Security currently detailed to the Office of Training will briefly explain the special clearances that participants have received for the duration of this course.

25X1A

1030-1200      The Missions and Functions  
of the Central Intelligence  
Agency

[redacted]  
Briefing Officer,  
Office of Training

25X1A

The course begins with a broad overview of the intelligence process. [redacted] will survey the overt and covert means of collection, and the collation and analysis of this raw data. He will then describe the various types of production, including political, biographic, economic, military, scientific, and technical. Later in the course, these elements will be discussed in greater detail.

1200-1300      Lunch and Optional Videotape

"Admiral Stansfield Turner's Swearing  
In Ceremony," 9 March 1977

1300-1400      Discussion Groups

The class will meet in small groups to share the images of the CIA that they brought into the Agency, and the questions they would like to have addressed in this course about the structure, missions, and administration of the Agency.

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Monday, 12 September 1977 (continued)

1415-1500	<u>Reporting Session</u>	<u>Class and Staff</u>
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The class will exchange information surfaced during the preceding small group meetings. The Staff will record your questions and special concerns and alert guest speakers to your particular interests.

THE AGENCY AND ITS EMPLOYEES

In this section of the course, we will focus on you as employees and discuss your responsibilities to the Agency. We will also discuss assistance and services available to you as employees. The role of training will be explored as will personnel, equal employment opportunity, medical services, and security matters.

1515-1615	<u>Training Agency Personnel</u>	
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25X1A  
[redacted]  
Chief, Intelligence  
Institute, Office  
of Training

25X1A

One of the major concerns of new employees is to learn what kinds of training are available to Agency officers. [redacted] will describe new training requirements and what is being done to meet them. He encourages your personal questions about specific courses.

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Tuesday, 13 September 1977

0830-0930      Reading Period

This is the first of five scheduled periods for individual reading--not enough time for you to digest every article in your notebook. We have listed in the schedule the readings that would be most beneficial to you and hope that you will take the time to at least scan the remaining literature. If you need extra time, please feel free to come in early in the morning, stay after the afternoon presentations, or even to drop in during the weekend.

1. Study Guide - "Selected Terms and Abbreviations," a working paper of the Intelligence Institute, Office of Training, January 1977 (CONFIDENTIAL) (TAB A)
2. Study Guide - "The Organization of CIA," a working paper of the Intelligence Institute, Office of Training, January 1977 (SECRET) (TAB A)
3. Organizational Chart of the Central Intelligence Agency. March 1977. (SECRET) (TAB A)
4. National Security Act of 1947 (TAB A)
5. CIA Act of 1949 (TAB A)

25X1A

0930-1030      Personnel Management

Personnel Officer,  
Office of Training


Personnel people serve your career needs from the time you enter on duty until your retirement. A representative of the Office of Personnel on rotation to OTR will comment on current trends in the Agency's approach to personnel management, including recent changes in the career service structure and the impact of "management by objectives" on personnel administration.

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25X1A

Tuesday, 13 September 1977 (continued)

1045-1145      Equal Employment Opportunity

  
~~Deputy~~ Director,  
Office of Equal  
Employment  
Opportunity


During this session, our speaker will discuss CIA's program for assuring equal employment opportunity, and the progress to date toward raising the level of minority employment. In addition, the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, or national origin, will be explained.

1145-1300      Lunch and Optional Film

"The DCI Talks to Agency  
Employees, 28 March 1977"

25X1A

1300-1415      Office of Medical Services,  
Administration Directorate

  
Assessment Branch,  
Psychological  
Services Staff,  
Office of Medical  
Services,  
Administration  
Directorate

In an organization such as ours, the physical and mental health of its employees is of paramount importance. Our panel will describe how the Agency's Office of Medical Services provides world-wide support to its human resources.

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25X1A

Tuesday, 13 September 1977 (continued)

1430-1545

The Security Challenge Today

[redacted]  
Deputy Director  
for Policy and  
Management, Office  
of Security,  
Administration  
Directorate

Our speaker will present a broad overview of the missions and functions of the Office of Security, touching on new developments and current trends in all branches of security--personnel, technical, and physical. He will examine the challenges and changing nature of the security threat that faces the Agency today.

25X1A

\* 1545-1630

Film: "DCI Interview with  
[redacted] July 1977"

This afternoon we will have an opportunity to see a new film shot specifically for OTR orientation courses in which Admiral Turner shares his views of the Agency, its role in the Intelligence Community and the future.

\* Showed film: 0845-0930, 14 Sep 77

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Wednesday, 14 September 1977

0830-0930

Reading Period

1. United States Foreign Intelligence Activities, Executive Order 11905, 19 February 1976 (TAB A)
2. Goals and Objectives of the Director of Central Intelligence for Fiscal Year 1977 (TAB D)
3. U.S. Foreign Intelligence Priorities for Fiscal Years 1976-1980, (Effective 14 April 1975) (SECRET) (TAB D)
4. "Is Espionage Necessary for our Security?", Herbert Scoville, Jr., Foreign Affairs, April 1976 (TAB E)

AGENCY MANAGEMENT CONCERNS

The problems confronting the Agency's senior management have changed dramatically during the last few years. Today we will focus on selected issues that have had a major impact on the CIA's methods of operation. The topics include legal problems, public image and relations with the news media, Congressional relations, and maintaining cover for CIA personnel.

0945-1045

CIA in Court

                      
Office of General  
Counsel

25X1A

The speaker will discuss the issues and problems created by the recent investigations of the Agency and changing political attitudes about intelligence and foreign affairs. The changing legal climate as well as new legislation impacting on the Agency will also be discussed.

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Wednesday, 14 September 1977 (continued)

25X1A

1100-1200      CIA and Congress

[redacted]  
Assistant Legislative  
Counsel, Office of  
Legislative Counsel

What is the current status of our Congressional relations? What are our responsibilities to the special committees that oversee the Agency? How has Congress' view of the Agency and use of the CIA changed over the past several years? What will this relationship look like in the future? Our speaker will discuss these questions and other pertinent to this timely topic.

1200-1300      Lunch and Optional Videotape:

"Admiral Stansfield Turner Inter-  
viewed on Face the Nation,"  
20 March 1977

25X1A

1300-1400      CIA and the News Media

[redacted]  
Office of the  
Assistant to the  
Director for  
Public Affairs

The Agency's image as reflected in the press is of continuing concern. Our speaker will discuss various aspects of this problem and how the Agency deals with it.

25X1A

1415-1515      The Inspector General

[redacted]  
Inspector, Office  
of Inspector  
General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigating employee grievances. He will describe some types of problems and situations which arise and require remedial action by top management.

Wednesday, 14 September 1977 (continued)

1530-1600      Midweek Review and Evaluation



25X1A

We will discuss any outstanding questions about the first two phases of the course--employee interests and management problems. Also, the class' suggestions for coverage of these two areas in future offerings of the course are welcomed.

Thursday, 15 September 1977

THE INTELLIGENCE CYCLE  
COLLECTION OF INTELLIGENCE

The intelligence cycle begins with the collection of raw data. We will first explore the Operations Directorate's assigned mission of overt and covert human collection, covert action, and other special operations. We will then discuss the basic techniques and types of data derived from technical collection.

0845-0915      "The DDO Story"

Our discussion of the work conducted by the Operations Directorate begins with a slide presentation that traces the importance of clandestinely collected information from Biblical times to the twentieth century. It brings us to World War II where a need for a centralized intelligence in America was finally recognized.

~~[0930-1045]~~  
0935-1100

Introduction to Operations

25X1A  
[Redacted]  
Chief, Central  
Staff, Operations  
Directorate

The use of agents to collect intelligence will be discussed as a mode of collection uniquely geared to obtaining information on the secret intentions of foreign governmental leaders. Concepts of foreign intelligence collection and covert action will be reviewed in the perspective of changing requirements of U.S. foreign policy and shifts in intelligence needs. Responsiveness to policy and the mechanisms for policy control will be stressed. The speaker will review priority tasks and new targets and directions on collection.

~~[1100-1200]~~  
1105-1210

Providing Cover for Agency  
Personnel

25X1A  
[Redacted]  
Deputy Chief,  
Central Cover  
Staff, Operations  
Directorate

What is the meaning and rationale of cover and how do we maintain cover? Our speaker will address these questions and discuss ways in which you can overcome cover problems. Present conditions and future trends for cover will also be outlined.

Thursday, 15 September 1977 (continued)

1200-1315      Lunch and Optional Film

"The Kremlin"

1315-1430      The Soviet Target: Operational

Priority

[REDACTED]  
Soviet and East  
European Division,  
Operations  
Directorate

25X1A

The Soviet Union, of critical importance to U.S. foreign policy makers, is a priority intelligence collection target. Our speaker will describe the work and life of the typical Soviet official abroad and explain the operational methodology employed by CIA officers in their efforts to recruit and exploit the Soviets.

1445-1600      Covert Action in Perspective

[REDACTED]  
Covert Action  
Staff, Operations  
Directorate

25X1A

House and Senate investigations have resulted in new procedures and controls for conducting Covert Action operations in support of U.S. foreign policy. [REDACTED] will trace the legislative and executive authorities which established new ground rules and will discuss the policy approval process, the current climate and prospects for Covert Action activities in the future.

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Friday, 16 September 1977 (continued)

1145-1315      Lunch and Optional Film

"A Point in Time"

This CIA-produced film traces the development of today's overhead reconnaissance systems.

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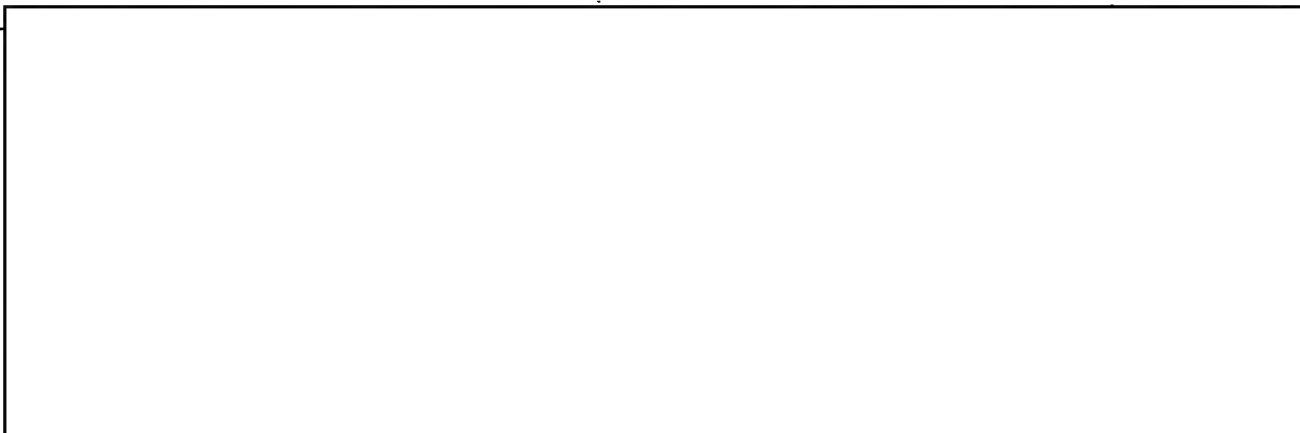
1315-1445      Technical Support of Operations

Chief, Training  
Branch, Office of  
Technical Service,  
Science and  
Technology  
Directorate

The Office of Technical Service primarily provides support to activities of the Operations Directorate. You will have an overview of these activities and learn about the kinds of equipment and assistance the office supplies. Several examples of software will be exhibited.

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Monday, 19 September 1977

0830-0845      Film: "A New Imagery Collection System"

This is an animated film depicting a new, near-real-time electro-optical collection system.

25X1A

0845-1000      The Office of SIGINT Operations

[redacted]  
Chief, Special  
Collection Division  
Office of SIGINT  
Operations, Science  
and Technology  
Directorate

The Office of SIGINT Operations was established within the Directorate of Science and Technology in February 1977. [redacted] will discuss its program objectives, collection operations, and contributions to the collection and processing of intercepted foreign electromagnetic signals.

25X1A

STATSPEC

1130-1145      "The Blackbirds are Flying"

This 15-minute movie is a historical review of the development of the SR-71 by Lockheed's California Company at Beale Airforce Base.

1145-1230      Lunch

1230      Bus leaves for [redacted] Meet at rear of the Chamber of Commerce Building.

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25X1A

Monday, 19 September 1977 (continued)

1300-1545      Office of Imagery Analysis

Executive Officer,  
Office of Imagery  
Analysis,  
Intelligence  
Directorate

The contribution to intelligence of aerial photography and other imagery will be the subject of this lecture. The speaker will explain the way in which the tasks of imagery exploitation have been allocated within the Intelligence Community and the distinct functions of the Office of Imagery Analysis (OIA) and the National Photographic Interpretation Center (NPIC). Vu-graphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis and to collection.

During the second hour of our visit, participants will divide into small groups and observe how photo interpreters analyze photographs.

1545      Bus leaves for the Chamber of Commerce Building

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Tuesday, 20 September 1977

0830-0900      Reading Period

- 25X1A
1.    The CIA Operations Center (CONFIDENTIAL) (TAB D)
  2.    Guidelines for National Intelligence Production, 4 June 1976 (CONFIDENTIAL, [REDACTED]) 25X1 (TAB D)
  3.    [REDACTED] Text of Lecture on Evaluating the Intelligence Successes and Failures, 16 April 1976 (SECRET) (TAB D)
  4.    CIA Intelligence Support for Foreign and National Security Policy Making, Center for the Study of Intelligence, Intelligence Institute, Office of Training, January 1976 (SECRET) (TAB D)

0900-0930      Mid-Course Review and Evaluation      Class and Staff

The staff is interested in your views regarding the first six days. What segments were most useful to you, and what are your recommendations for improvement?

25X1A

0945-1045      Requirements and Evaluation:  
From Collection to Production

[REDACTED]  
Deputy Chief,  
SIGINT Group,  
Requirements and  
Evaluation Staff,  
Office of  
Comptroller

[REDACTED] will review the three major categories of intelligence collection, pointing out the merits and disadvantages of each. He will then explain the process of levying collection requirements and of evaluating the usefulness of what is collected.

25X1A

#### PROCESSING AND PRODUCTION OF INTELLIGENCE

The final step in the intelligence cycle is the production of finished intelligence. We will also discuss the processing of information throughout the Agency. During this portion of the course, we consider five types of finished intelligence: current, research, biographic, economic, and strategic weapons.

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Tuesday, 20 September 1977 (continued)

1100-1200      Economic Research

[redacted] 25X1A  
Special Assistant,  
Office of  
Economic Research  
Intelligence  
Directorate

Our speaker will describe how the policy makers' interest in economic intelligence has shifted and how the Office of Economic Research has met the new and increasing demands for analysis of economic developments abroad. He will describe his Office's direct support to senior Government officials, as well as changes in the requirements for the collection of economic data.

1200-1300      Lunch and Optional Videotape:  
                  "The Weather Machine, Part I"

This 1974 production by the Public Broadcasting Service examines weather phenomena, such as hurricanes, thunderstorms, cloud formations, tornados, and the impact of ocean currents and tides on climate. It also reviews ongoing research programs, including a Greenland laboratory study of ice as an indicator of historical weather changes.

25X1A

1300-1430      Intelligence Research

[redacted]  
Office of  
Strategic Research,  
Intelligence  
Directorate

[redacted] will discuss the important need for careful and continuous research in intelligence analysis. He will describe the process involved in resolving various intelligence problems through research; examples will be drawn from case studies. Of particular importance are the different research tools and techniques--spin-offs from advanced technology--that are used by CIA researchers.

25X1A

1700-1900      Evening Session

Class and Guests

All class members are invited to attend this informal session, and the married participants are encouraged to bring their husbands or wives. We will have an unclassified discussion of the impact of the Freedom of Information and Privacy Acts.

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Tuesday, 20 September 1977 (continued)

25X1A

The Freedom of Information and  
Privacy Acts

Chief, Information  
and Privacy Staff,  
Administration  
Directorate

The Freedom of Information Act and the Privacy Act have already had considerable impact on the working methods and procedures of all Federal Agencies, including the CIA. Our speaker will explain the Acts' requirements and applicability to the Agency, and explore the problems they raise for management and personnel in a secret intelligence organization.

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Wednesday, 21 September 1977

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HEADQUARTERS, Room 1A07 (All day)

0900-1000

Weapons Intelligence

[REDACTED]  
Office of Weapons  
Intelligence,  
Intelligence  
Directorate

The importance of scientific and technical analysis will be illustrated by a close look at the work performed in the Office of Weapons Intelligence (OWI). Our speaker will focus on how raw data on the weapons systems of the USSR and the PRC are interpreted and analyzed. As a producer of finished intelligence, OWI's relationships with other producing components in CIA and in the Intelligence Community will be described.

1015-1215

The Office of Central Reference

[REDACTED]  
Deputy Director,  
Office of Central  
Reference,  
Intelligence  
Directorate

25X1A

The Office of Central Reference (OCR) has a dual function; it is a principal source of support to collectors and analysts, and it also produces finished biographic intelligence. In outlining the Office's interesting and varied functions, [REDACTED] explains ways that OCR can be of service to you. In addition, we will divide into two groups and tour the CIA Library, the Document Library, and the Terminal Access Point (TAP) Room.

25X1A

1215-1300

Lunch

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Wednesday, 21 September 1977 (continued)

1300-1400	<u>Office of Regional and Political Analysis</u>	John McLaughlin Europe Division, Office of Regional and Political Analysis, Intel- ligence Directorate
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Recently, the Office of Regional and Political Research (ORPA) was formed out of the former Offices of Current Intelligence (OCI) and of Political Research (OPR). The new organization continues to make structural adjustments and to look for more efficient and effective means of communicating intelligence analysis to consumers. Our speaker will outline ORPA's lines of command, and describe the Office's publications. From his perspective as an intelligence analyst, Mr. McLaughlin will offer his views regarding ORPA's future role in current, mid-term, and long-range political analysis.

25X1A

1430-1600	<u>CIA Operations Center</u>	<i>Deputy Chief</i> <del>Senior Duty Officer</del> CIA Operations Center
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The Agency's 24-hour control center alerts Agency officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House. After a discussion of the Center's functions and operations, the class will divide into small groups for a tour of the Center.

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Thursday, 22 September 1977

SUPPORT TO INTELLIGENCE

Intelligence collection, processing, and production requires a variety of support mechanisms. The most important of the many different types of direct and indirect support will be discussed today.

0845-0915      Film: "Printing for Intelligence"

This CIA-produced film gives a good behind-the-scenes view of the technical process involved in printing the Agency's intelligence publications.

25X1A

0930-1030      Managing Agency Records

[redacted]  
Management and  
Administrative  
Training Branch,  
Office of  
Training

25X1A

[redacted] will begin this session with an examination of the federal laws applicable to government records management and relate them to Agency procedures. We will then look at a few selected methods of coping with the growing paper problem such as word processing and copying machines, micrographics, and computer output microfilm.

25X1A

1045-1200      Computer Support to Agency Activities

[redacted]  
Executive Officer  
Office of Data  
Processing,  
Administration  
Directorate

The computer has far-reaching applications as an information processor, as an analytical tool, and as an aid to managers and management. You will be acquainted with current and projected uses of computer systems in the Agency and with the role of the Office of Data Processing.

1200-1315      Lunch and Optional Videotape

"The Weather Machine - Part II"

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Thursday, 22 September 1977 (continued)

25X1A

1315-1415      Logistical Support to CIA  
                 Activities

[REDACTED]  
Executive Officer,  
Office of  
Logistics,  
Administration  
Directorate

The speaker will address the Office of Logistics' role in support of Agency operational activities with emphasis on specific recent projects. Additionally, the changing image of Logistics will be discussed with respect to current trends such as the decline of overseas positions, increased automation, and the increasing impact of other Federal regulatory agencies.

25X1A

1430-1545      The Agency's Communications

[REDACTED]  
Director of  
Communications,  
Administration  
Directorate

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

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Friday, 23 September 1977

THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today, and an understanding of the Agency's missions and functions, we will explore CIA's role in the Intelligence Community.

0830-0930      Reading Period

1. Guiding Principles of the Intelligence Community, 13 May 1976 (TAB A)
2. NIO Listing, 11 February 1977 (TAB D)
3. Study Guide - "The United States Intelligence Community," a working paper of the Intelligence Institute, Office of Training, August 1976 (CONFIDENTIAL, [REDACTED]) (TAB A)
4. List and Summary of National Security Council Intelligence Directives V (SECRET) (TAB B)
5. List of the Members of the National Security Council (TAB B)
6. Presidential Directive/NSC-2, 20 January 1977 (CONFIDENTIAL) (TAB B)
7. The National Security Council System, Effective 20 January 1977 (CONFIDENTIAL) (TAB B)

0930-1030      The National Intelligence Officer

[REDACTED]  
Executive Officer,  
National Intelligence  
Staff

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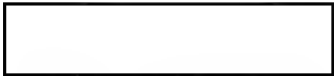
The National Intelligence Officers (NIOs), charged with responsibility for specific geographic or functional areas, are one of the tools used by the Director to coordinate the work of the Intelligence Community. Our speaker will explain how an NIO works as a personal representative of the DCI to establish informal contacts across Agency and departmental lines and to provide coordinated responses to the requirements of policy makers. He will also speculate on the future of the NIO system.



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Friday, 23 September 1977 (continued)

1045-1215      The Intelligence Community

  
USAF (Retired)  
Executive Staff,  
Intelligence  
Community Staff

This presentation of the Intelligence Community will focus on the different members of the Community and their interaction and cooperation. Our speaker will also discuss how the Intelligence Community is managed and the responsibilities of the Director of Central Intelligence.

1215-1330      Lunch

1330-1430      Written Evaluations and Final  
Administrative Matters

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